Joint Logistics Education and Development Forum (JLEDF) June 11, 2009

FEMA Logistics – Then (April 2007)

"Tons of Food Spoiled As FEMA Ran Out Of Storage Space (Washington Post, 4/12/07)

"Stockpiled Food Goes Bad" (CNN: The Situation Room, 4/13/07)

"FEMA let millions of meals rot on Gulf Coast" (Washington Post, 4/13/07)

"FEMA Wastes $40 Million in Food for Katrina" 4/13/07)

"Food stored by FEMA spoils" (CBS News, (United Press International, 4/13/07)

"FEMA To Melt $24 Million In Unused Ice" (Congressional Quarterly

"Pre-Prepared Meals Wasted" (CNN: American Morning, 4/26/07)

"FEMA Ice Goes To Waste" (WVUE-TV-New Orleans, 7/16/07)

"Another FEMA goof" (Bradenton He

"Doesn't FEMA Know There Are Starving Children? $40 million in Food Thrown Away" (Associated Content, 4/13/07)

7/4/07)

"FEMA Dumps Ice In Storage" (FOX Report, 7/4/07)

Logistics Management Function, Mission & Focus

***Function*:** FEMA's major program office responsible for policy, guidance, standards, execution and governance for logistics support, services and operations.

- ***Mission*:** Effectively plan, manage and sustain the national logistics response and recovery operations, in support of domestic emergencies and special events – to serve as the National Logistics Coordinator.

ocus: Institutionalize command and coordination of strateg gistics planning, operations and management while pushing erational control and execution down to the most effective vel of execution.

Logistics Management Directorate

Focus: Logistics planning, developing technical skills, and instituting sound business practices and processes

Office of the Assistant Administrator Assistant Administrator Deputy Asst. Admin Executive Officer

Office of Logistics Transformation and Initiatives
- Logistics Transformation
- Process and Program Integration

Policy Group
- Logistics Policy
- Inter/Intra Coord

Executive Coordination Group
- Executive Correspondence
- External Affairs Coordination

Distribution Management Division
- Transportation
- Supply Chain

Business Management Division
- Human Capital
- Budget

Logistics Plans & Exercises Division
- Planning
- Future Operations

Logistics Operations Division
- Current Operations
- Support Services

Property Management Division
- Accountable Property
- Logistics Systems

FEMA

Plan

Manage

Logistics Transform

TRANSFORMED LOGISTICS MANAGEMENT CAPABILITY

- **Phase III**
- **Execute**
  - Manage
  - Review
  - Improve
- **Phase II**
- **Shape**
  - Build
  - Plan
  - Execute
- **Phase I**
- **Assess**
  - Listen
  - Observe
  - Shape

2010 - 2014 - Review and refine business processes

2009 – Develop and Implement the Logistics Directorate Strategic Plan

2009 – Develop Logistics Technical Assistance Program (GPD/TPD)

2009 – Logistics Capabilities Assessment Tool (Deploy Prgm)

2008 – Upgrade Property management system

2008 - Execute NRF Co-lead of ESF 7 with GSA

2008 – Develop National Supply Chain Mgt Strategy

2008 - Establish National Logistics Coordinator

Concept

2008 – Establish Logistics Management Transformation Initiative (Phase I)

2008 - Streamline THU management practices

2008 - Establish Logistics Credentialing/Training Program

2008 – Enhance Mobile Disaster Recovery Center (MDRC) Program

2008 - Recruit and hire a permanent, professional workforce

2007 – Assume National emergency transportation services mission

2007 – Major Program Office Responsible for Policy, Guidance, Standards, Execution and Governance for Logistics Support

2007 – Expand Limited Total Asset Visibility Phase IB Solutions

FEMA

Continuing to Improve Internal Operations and Capability

National Level
FEMA as the National Logistics Coordinator
Internal FEMA
• Strategic Focus
• Manage procurement of basic commodities
• Upgrade & manage distribution centers
• Coordinate transportation network

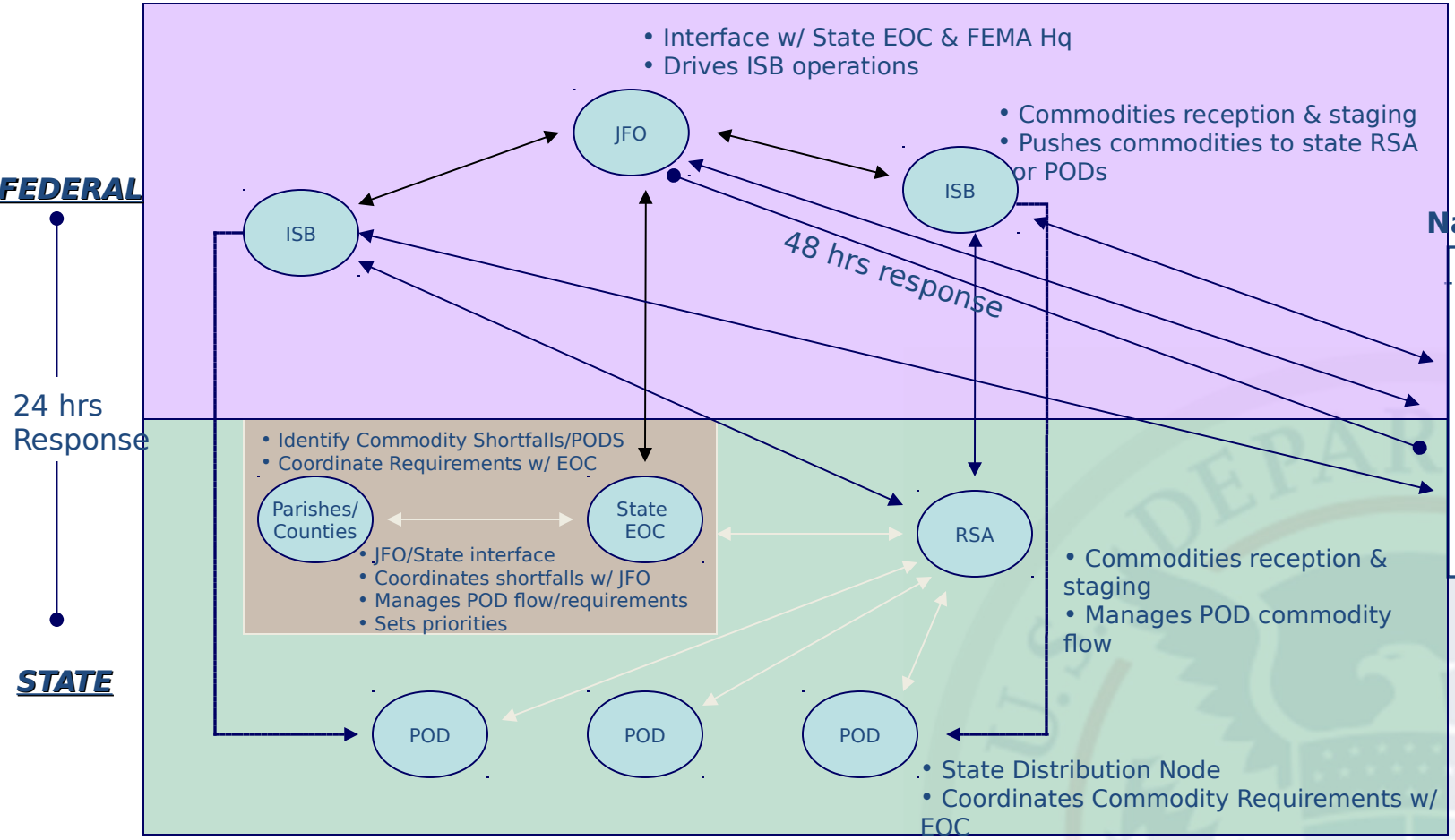
- **Single Integrator for Strategic Logistics Support**
- **Facilitate development of National Supply Chain Strategy**
- **Collaborate with national disaster response partners**
- **Synchronize preplanning activities**
- **Leverage vendor network and full capacity across all partners**

Plan ***Manage Sustain***

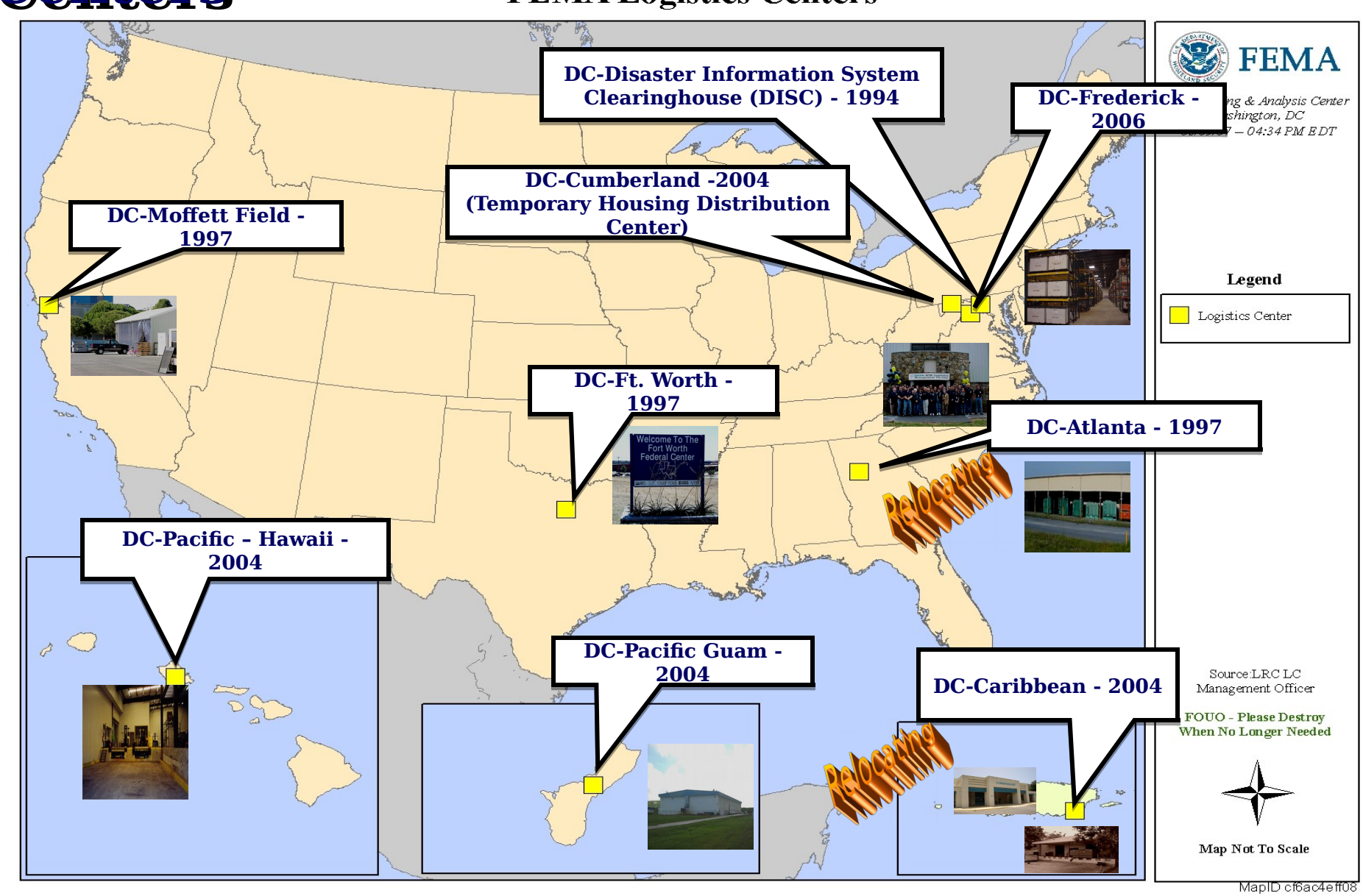
National Logistics Coordinator Operating Environment

Federal Response Supply Chain

Interrelationship and Process Flow



CONUS and OCONUS Distribution Centers



2007 Response Support

FEMA

Total Cost: $124, 877, 995

Water:
14,413,108 liters (801 trucks)

Meals:
4,933,820 meals (232 trucks)

Generators:
1,525 (218 trucks)

JFO Kits: 192 (192 trucks)

DAEs/Contract Drivers:
1,426 each

Fuel: 0

Tarps: 39, 578 each (16 trucks)

Plastic Sheeting:
7,914 rolls (13 trucks)

Mobile Homes/Travel Trailers: 32,071 each

MDRC: 119

- **63 State Declarations**
- **12 Emergency Declarations**
- **3,403 eTaskers** (Submitted Requests)

FEMA

2008 Response Support

FEMA

Total Cost: $1,078,790,393

Water: 254,499,380 liters (14, 139 trucks)

Meals: 118,707, 398 meals (5,596 trucks)

Generators: 2,628 (368 trucks)

JFO Kits: 296 trucks (368 each)

DAEs/Contract Drivers: 978 each

Fuel: 112,108 gallons; Cost $8,100,000.00

Tarps: 2,642,100 each (160 trucks)

Plastic Sheeting: 129,528 rolls (211 trucks)

Mobile Homes/Travel Trailers: 9,193 each

MDRC: 183 each

- 75 State Declarations
- 17 Emergency Declarations
- 3,361 eTaskers (Submitted Requests)

FEMA

FEMA Logistics – What's Different

- **National Logistics Coordinator (*Single Integrator)***
  - **Organizational Growth**
  - **Strategic Coordination and Collaboration**
  - **Private Sector vendors/solutions**
- ***Changing* Logistics business practices, and proce**
  - **Strategic capability focus**
  - **Improved collaboration**
  - **Pre-planning vice Response**
  - **Documenting Processes**

- **Strategic level coordination and synchronization**
  - **Synchronization with FEMA Partners**
  - **Strategic outreach initiatives through RPAT visits**
  - **LMD and FEMA Region Senior Executive level State visits**
- **Developing tools to assist states to improve logistics readiness for disasters**

Continuous assessment and process improvement

FEMA

Plan ***Manage***

Logistics Readiness Tools/ Initiatives

- **Logistics Capability Assessment (LCA):** Automated tool developed for use by states or territories to evaluate current disaster Logistics readiness.
- **Resource Requirements Calculator (RRC):** Automated operational tool for use to determine resource support requirements.
- **Points Of Distribution (POD) Training Program:** Standardized training for States in the planning and operation of Points of Distribution (PODs).
- **Grant Program-Commodities:** Critical emergency supplies, such as shelf stable food products, water, and basic medical supplies are an allowable expense under the State Homeland Security Program (SHSP) and Regional Catastrophic Preparedness Grant Program (RCRGP).
- **Outreach to Voluntary Organizations:** Developed Standard Operating Policy (SOP) for use in donations and distribution of excess FEMA commodities to VOAD members.

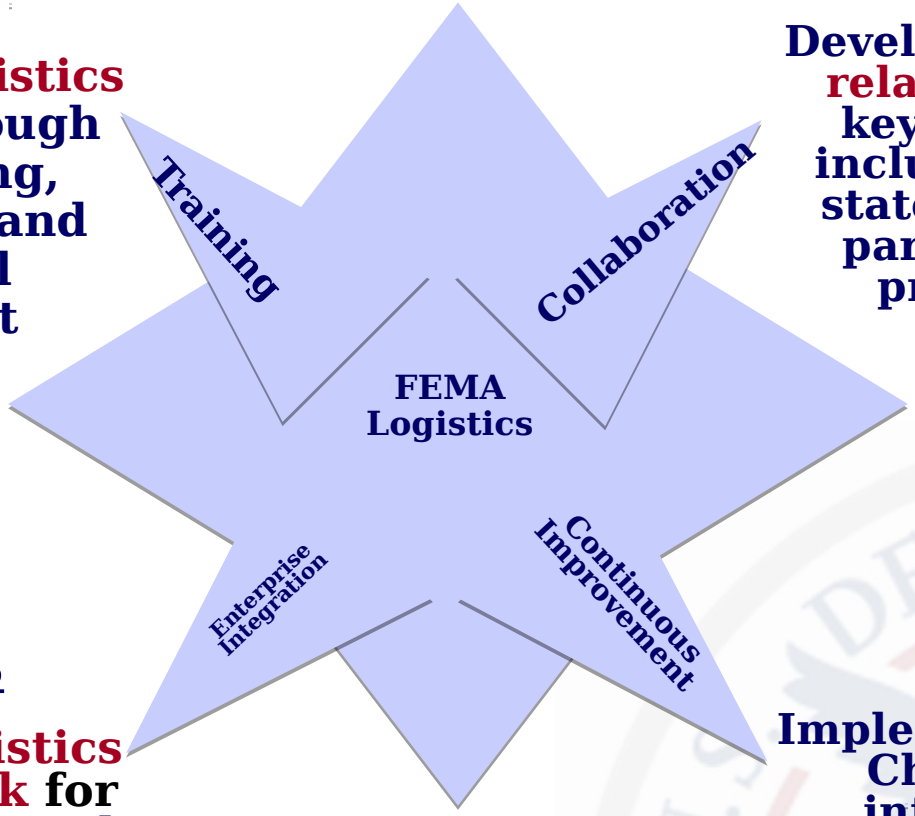
LMD Strategic Focus

People

Develop a professional logistics workforce, through hiring, training, credentialing, and professional development

Customers

Develop collaborative relationships with key stakeholders including national, state, local agency partners and the private sector



Systems

Modernize logistics system network for full integration with financial and acquisition systems

Processes

Implement National Supply Chain Network fully integrating logistics planning, business policy documentation, and systematic process improvement

FEMA

Plan

Manage

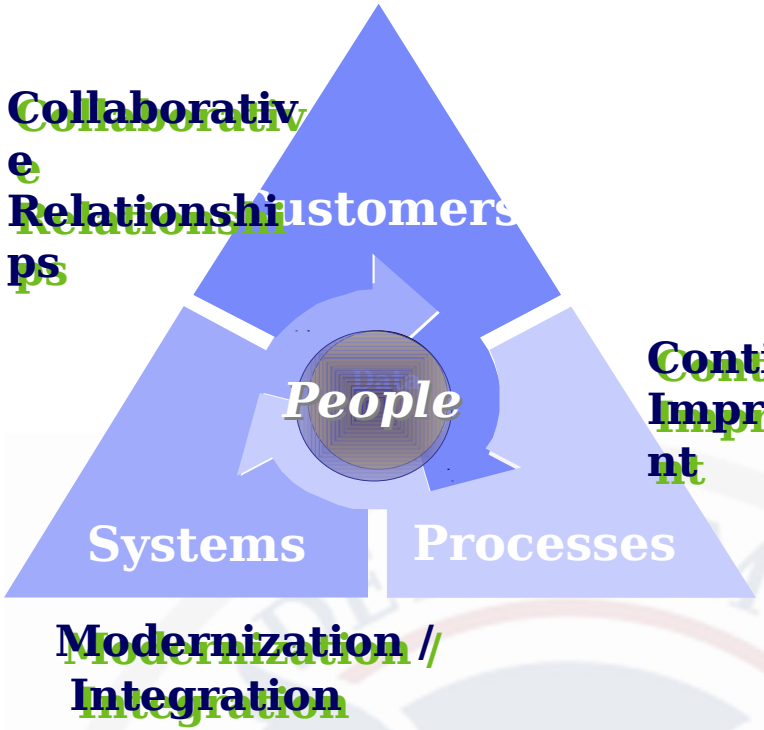
Sustain

The Way Ahead: *Logistics Transformation*

Transforming Strategic Logistics Management

- Leveraging national logistics community
- Leveraging public and private partnerships
- Incorporating best business practices
- Developing logistics tools to assist in state/local readiness
- Developing LMD 2010-2014 Strategic Plan

Focus Areas

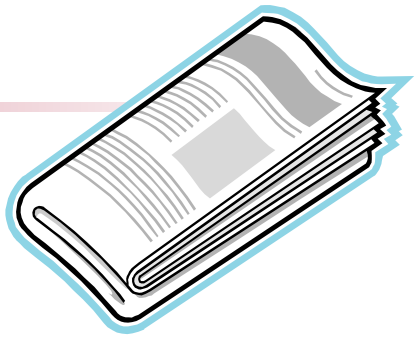


turing Processes, Practices and Procedures

FEMA

Plan *Manage* *Sustain*

FEMA Logistics –April 2008



"FEMA Rising: From wildfire response to Hurricane recovery, an agency is reborn"
(Gov Executive April 2008)

"Kind words for 'new' FEMA"
(USA Today Oct 7, 2008)

"08 Pre-Hurricane Planning Paid Off"
(Daily Advertiser, Aug 2008)

"Texas Gov. Rick Perry indicated that he was pleased with the FEMA response, defending any perceived delays in delivery of basic goods"
(HS Today Sept 30, 2008)

"Hurricane Preps Show Drastic Improvements"
(WREG-TV, Sept 2008)

"Had it not been for FEMA, the city wouldn't Have recovered as well as it has Galveston Mayor Lyda Ann Thomas"
(Capitol Hill)

"Reviews have also been favorable For the agency's response to Hurricane Gustav and the Midwest Flooding earlier this year"

"Flood victims say FEMA is doing a heckuva job"
(Fox news, Jun 2008)

FEMA

FEMA Logistics Transformation

"Einstein is said to have defined insanity as doing things the way you've always done them and expecting different results."

"The Next Level What Insiders Know about Executive Success"

FEMA